



The Effect of Transformational Leadership and Organizational Culture Through Job Satisfaction and Work Motivation on Employee Performance: Case of PTPN XIV Bone Sugar Factory

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ABSTRACT

This study aims to determine and analyze the effect of 1. Transformational leadership has a direct effect on employee job satisfaction at PTPN XIV Bone Sugar Factory. 2. To determine the direct influence of organizational culture on employee motivation at PTPN XIV Bone Sugar Factory. 3. To determine the effect of direct job satisfaction on work motivation at PTPN XIV Bone Sugar Factory. 4. To determine the effect of direct job satisfaction on employee performance at PTPN XIV Bone Sugar Factory. 5. To determine the effect of direct work motivation on employee performance at PTPN XIV Bone Sugar Factory. Data was collected through observation, data analysis, and questionnaires. The research method used is research in the form of descriptive quantitative using Smart PLS 4.0 data analysis techniques. The results of the study show that organizational culture has no significant effect on performance through work motivation, problems that occur in the company because employees still adhere to the old culture, namely that employees are still consistent with the old culture, namely result orientation or in terms of involving the work team in achieving output, in other words If you don't apply teamwork properly to every employee in the company, then superiors should direct more so that employees are consistent with the new culture that exists in the company or involve every employee in achieving output or making good teamwork.

Keywords: Transformational Leadership; Organizational Culture; Job Satisfaction; Work Motivation; Employee Performance.

INTRODUCTION

Theoretical and conceptual studies on organizational performance have been widely studied and are receiving increasing attention from various modern academics and practitioners around the world, including governments, researchers, policy makers, companies, media, and consumers (Kumar & Christodouloupoulou, 2014; Martínez & Rodríguez del Bosque, 2012). Especially in the business sector, organizational performance has encouraged many companies to adopt a competitive advantage and as a means to master future business competition (C. Adams & Zutshi, 2004; Cronin, Smith, Gleim, Ramirez, & Martinez, 2011; S. Gupta & Kumar,

2013; Raja, 2002; López, Garcia, & Rodriguez, 2007; Esty, 2021; Martínez & Rodríguez del Bosque, 2014; Waldman, De Luque, et al., 2006).

While the orthodox paradigm is related to organizational performance that uses human resources to gain profitability, (Kumar & Christodouloupoulou, 2014). Companies that try to maximize their profits will not be able to survive in the long term without good and professional organizational performance (Govindarajan & Srinivas, 2012; Kumar & Christodouloupoulou, 2014). This paradigm has driven expectations and transformation at the corporate and industrial levels towards professional organizational performance.

According to Edison et.al (2017: 188) performance is the result of a process that refers to and is measured over a certain period of time. time based on terms or agreements that have been determined. Furthermore (Dewi Rosmala, et al: 2017). Defining that employee performance depends on a leader whose role is to decide, direct and supervise his employees. Therefore, leadership style has a big role in improving employee performance.

Employee performance is an important element that influences and determines organizational performance and enhances its reputation (Anesukanjanakul et al., 2019). The importance of employee performance has increased and taken root over the last few years, as it has become the fastest and first important variable in any organization. It has taken the highest priority in all aspects of work and in administrative contexts (Gridwichai et al., 2020).

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Human Resources (HR) is the most important component in a company or organization to run the business it does. Organizations must have goals to be achieved by members of the organization (Niati et al., 2021). The development of human resources is a process of changing the human resources of an organization, from one situation to another, which is better for preparing for future responsibilities in achieving organizational goals (Widiastuti et al, 2020).

Leaders have a role in improving the work ethic of employees, instilling principles in employees so that they are motivated to improve a high work ethic, including: instilling the principles of work discipline, making the most of time, coming to the office early, respecting the contributions of colleagues, being positive towards negative comments and instill timely principles (Puti Tahira Amalia et al., 2022: 104 -105).

Organizational culture is an important contributor to the success or failure of a company. With respect to the effectiveness of organizational performance, culture can be a positive or negative force. High performance is the result of conceptual cultural consistency, the success of every organization in an effort to achieve its goals including government organizations is largely determined by the optimal support of each member or employee of the organization (Zahriyahet.al. 2015).

Work motivation is influenced by personality traits, needs, and even work accordingly, while producing various outcomes and attitudes, such as satisfaction, organizational behavior (OCB), engagement (Kanfer, 2009; Kanfer et al., 2017) (Tziner et al., 2012).

Or Shkoler and Takuma Kimura, (2020) based on the results of research conducted that if employee motivation decreases, it can be seen if the workload provided exceeds the employee's capabilities, employee status, inadequate rewards or not in accordance with the workload given. An organization or workplace usually consists of several types of employees, although not all of them exhibit the same attitude and behavior at work. For example, workers report work discomfort due to lower welfare than permanent employees (Dawson et al., 2017).

METHOD

This research approach is to use a quantitative approach. This type of research is survey in nature, namely analyzing facts and data that support the information needed to support research discussions, in solving and answering the main problems raised by using an analytic observational design with a cross-sectional approach Creswell (2015). In cross-sectional research, researchers only observe phenomena at a certain point in time (Hemed 2015), this approach is used to see the relationship between one variable and another. This research was conducted at PTPN XIV Bone Sugar Factory located in Bone district, for approximately one to two months.

The population in this study were all permanent employees in each division at PTPN XIV Bone Sugar Factory, totaling 142 people, namely the plant division/division, administrative and financial division/division and manufacturing and processing section/division. Priyatno (2014: 157), defines the population as the whole object under study and consists of a number of individuals, both limited and unlimited.

The characteristics of the respondents that will be discussed are based on gender, age/age, education level, marital status, position, permanent employees, years of service. The presentation of data on the characteristics of the respondents aims to identify the specific characteristics of the respondents so that it makes it easier for the researcher to carry out the analysis.

This study aims to see how the influence of leadership style and competence on performance through organizational commitment. This study emphasizes quantitative analysis. Quantitative approach to data analysis consists of descriptive statistics and inferential statistics. Descriptive statistical analysis is used to describe the research variables. Inferential statistical analysis is used to explain the causal relationship between variables. The inferential statistical method used in the analysis of the research data is a structural model (Structural Equation Model–SEM) based on variance or Partial Least Square (PLS) which is operated through the SmartPLS version 4 software.

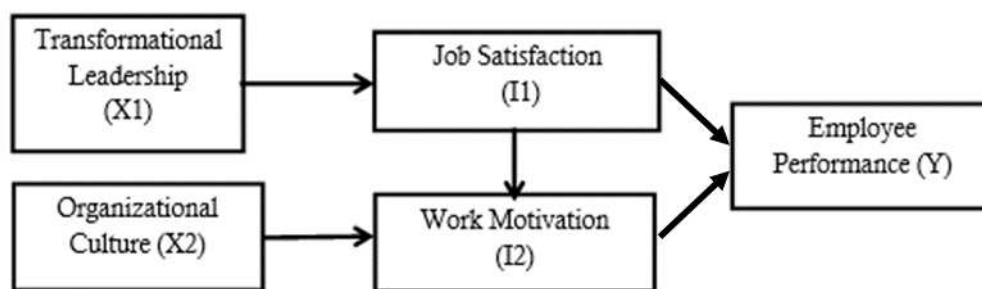


Figure 1. Research Conceptual Framework

RESULT AND DISCUSSION

Model analysis consists of analysis of the measurement model (outer model), structural model analysis (inner model), and hypothesis testing. Parameters in outer model analysis consists of outer loading, communality, average variance extract (AVE), configuration reliability, and Cronbach's alpha. Based on outer loading value, all

Instrument items have an outer loading value of > 0.5 (Table 1), meaning that all studies instruments that are declared valid (feasible) to be used in this study.

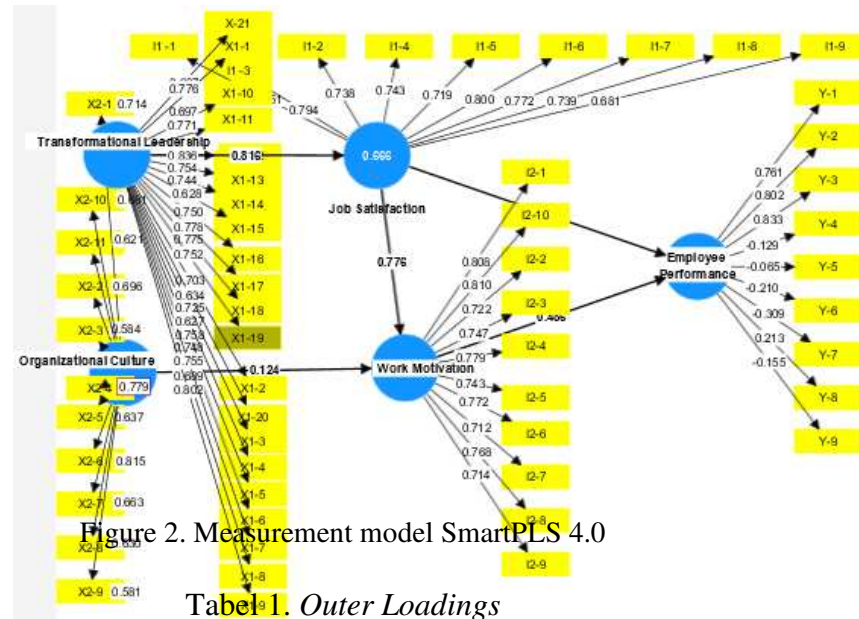


Figure 2. Measurement model SmartPLS 4.0

Table 1. Outer Loadings

Indicator	Transformational Leadership (X1)	Organizational Culture (X2)	Job Satisfaction (I1)	Work Motivation (I2)	Employee Performance (Y)	Ket.
XI-1	0.799					Valid
XI-2	0.700					Valid
XI-3	0.733					Valid
XI-4	0.782					Valid
XI-5	0.757					Valid
XI-6	0.734					Valid
XI-7	0.841					Valid
XI-8	0.798					Valid
XI-9	0.774					Valid
XI-10	0.846					Valid
XI-11	0.755					Valid
XI-12	0.752					Valid
XI-13	0.752					Valid
XI-14	0.790					Valid
X2-1		0.813				Valid
X2-2		0.843				Valid
X2-3		0.793				Valid
I1 -1			0.744			Valid
I1 -2			0.764			Valid

I1 -3	0.805	Valid
I1 -4	0.744	Valid
I1 -5	0.722	Valid
I1 -6	0.790	Valid
I1 -7	0.790	Valid
I1 -8	0.744	Valid
I2-1	0.808	Valid
I2-2	0.722	Valid
I2-3	0.746	Valid
I2-4	0.780	Valid
I2-5	0.743	Valid
I2-6	0.772	Valid
I2-7	0.714	Valid
I2-8	0.767	Valid
I2-9	0.712	Valid
I2-10	0.811	Valid
Y-1	0.768	Valid
Y-2	0.821	Valid
Y-3	0.844	Valid

Source: Primary data processed by SmartPLS 4.0 (2022)

Table 1, is the outer loading where the transformational leadership style variable is measured by eight 14 statement indicators/research questions with a loading factor range of 0.700 - 0.846. Due to the loading range of 14 research statement indicators (Leaders Have a vision and are able to convey it (X1.1), Leaders Promote achievement (X1.2), loyalty (X1.3), and self-confidence (X1.4), Leaders are able to Overcome emotions and stress (X1.5), Leaders are moral and ethical (X1.6), Leaders focus on common interests (X1.7), Leaders have qualification standards (X1.8), Leaders always think positively (X1.9), Leaders communicate to motivate employees (X1.10), Leaders Encourage teamwork (X1.11), Leaders Encourage creative thinking (X1.12), Leaders Solve problems systematically (X1.13), Leaders create confidence in overcoming obstacles (X1. 14), Leaders Introducing the value and importance of other people, and Leaders Create a working atmosphere together) which is greater than 0.70, means that the 14 question indicators already have accuracy in forming transformational leadership variables.

Then the organizational culture variable is measured by 3 research statement indicators with a loading factor range of 0.793 – 0.843. Due to the loading range of the ten research statement indicators, work according to conditions and pay attention to detailed work results (X2-1), engage in work teams to achieve output (X2-2), and performance results are included in employee career development (X2-3,) which is greater than 0.70, it means that the 3 question indicators already have accuracy in forming organizational culture variables.

In the job satisfaction variable formed by 8 research statement indicators with a loading factor value range of 0.744 – 0.790. Because the loading range of the six research statement indicators, work according to qualifications (I1-1), work has attractiveness (I1-2), the salary provided by the company is in accordance with the workload/overtime. (I1-3), Salary is given according to company regulations Pay attention to the cleanliness of the employee's work space (I1-4), Good communication with colleagues. (I1-5), Have solid colleagues in working together (I1-6), Leaders design a clear work path for employees. (I1-7) and Leaders design clear work paths for employees. (I1-8) which is greater than 0.70, means that it can be concluded that the loading value of the six question indicators is appropriate (valid) in forming the job satisfaction variable.

In the work motivation variable formed with 10 research statement indicators with a loading factor value range of 0.712 – 0.808. Due to the loading range of the six research statement indicators, every employee with high work performance will get the opportunity to develop a career (I2-1), every employee has the opportunity to attend education and training (I2-2), employees have the authority and responsibility for success company (I2-3), In completing work employees have their own way and authority that can be accounted for (I2-4), Teamwork (I2-5), Knowing the character of superiors and co-workers (I2-6), Employees are given health insurance from company (I2-7), Company guarantees living in old age (I2-8), Providing financial rewards. (I2-9) and Giving praise to employees who excel (I2-10), which is greater than 0.70, means that it can be concluded that the loading value of the six question indicators is appropriate (valid) in forming job satisfaction variables.

Furthermore, on the employee performance variable formed by the three research statement indicators, Having targets at work (Y1-1), Doing work quickly and thoroughly. (Y1-2), and Time is used not to do other work (Y1-3) which has a loading factor value range of 0.768 – 0.844.

Based on the results of the convergent validity test, it can be concluded that all the indicators of the research statement used in the outer model test have fulfilled the convergent validity requirements, because judging from the loading factor values for each indicator, they have fulfilled the rule of thumb required in the partial least square analysis.

Tabel 2. *Direct Effect (Mean, STDEV, T-Values, P-Values)*

	Original Sample (o)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STERR)	P-VALUE	Ket.
BO → MK	0.214	0.220	0.097	2.206	0.027	Significant
KT → KK	0.805	0.810	0.040	19.930	0	Significant
KK → K	0.302	0.294	0.129	2.333	0.020	Significant
KK → MK	0.679	0.678	0.092	7.395	0	Significant
MK → K	0.509	0.519	0.128	3.963	0	Significant

Source: Primary data processed by SmartPLS 4.0 (2022)

Based on Table 1.23, namely the processed data path analysis using Smart PLS 4.0, it can be described as follows:

1. The effect of transformational leadership on job satisfaction at PTPN XIV Bone Sugar Factory.

Based on table 2, namely the path coefficient of the influence of leadership style on organizational commitment has a significant influence of 0.805. It can be said that the involvement of transformational leadership has a positive effect on job satisfaction, where the better the leadership style, the better the job satisfaction PTPN XIV Bone Sugar Factory.

Meanwhile, the results for the t-statistics are 19,930 which is greater than 1.96 and the P-value is 0.000 which is less than 0.05. It can be said that the involvement of transformational leadership has a significant effect on job satisfaction. Thus the hypothesis in this study is accepted.

2. The influence of organizational culture on work motivation at PTPN XIV Bone Sugar Factory.

Based on table 2, namely the path coefficient of the influence of organizational culture on work motivation is 0.214. It can be said that the involvement of organizational culture has a positive and significant effect on work motivation, where the better the organizational culture, the higher the work motivation of PTPN XIV Bone Sugar Factory.

Meanwhile, the results for the t-statistics are 2.206 which is greater than 1.96 and the P-value is 0.000 which is less than 0.027. It can be said that organizational culture has a significant effect on work motivation. Thus the hypothesis in this study is accepted.

3. The effect of job satisfaction on work motivation at PTPN XIV Bone Sugar Factory.

Based on table 1.23, namely the path coefficient of job satisfaction on work motivation is 0.679. It can be said that the involvement of job satisfaction has a positive and significant effect on work motivation, where the higher the job satisfaction, the higher the work motivation at PTPN XIV Bone Sugar Factory. Meanwhile, the results for the t-statistics are 7,395 which is greater than 1.96 and the P-value is 0,000 which is less than 0.05. It can be said that the involvement of job satisfaction has a significant effect on work motivation. Thus the hypothesis in this study is accepted.

4. The effect of job satisfaction on employee performance at PTPN XIV Bone Sugar Factory.

Based on table 2, namely the path coefficient of the effect of job satisfaction on employee performance is 0.302. It can be said that the involvement of job satisfaction has a positive effect on employee performance, where the higher the job satisfaction, the higher the employee performance at PTPN XIV Bone Sugar Factory.

Meanwhile, the results for the t-statistics are 2.333 which is greater than 1.96 and the P-value is 0.020 which is less than 0.05. It can be said that the involvement of job satisfaction has a significant effect on employee performance. Thus the hypothesis in this study is accepted.

5. The effect of work motivation on employee performance at PTPN XIV Bone Sugar Factory.

Based on table 1.23, namely the path coefficient of the influence of work motivation on employee performance is 0.509. It can be said that the involvement of work motivation has a positive effect on employee performance, where the higher the work motivation, the higher the employee performance at PTPN XIV Bone Sugar Factory.

Meanwhile, the results for the t-statistics are 3.963 which is greater than 1.96 and the P-value is 0.000 which is less than 0.05. It can be said that the involvement of work motivation has a significant effect on employee performance. Thus the hypothesis in this study is accepted.

Table 3. *Indirect Effect (Mean, STDEV, T-Values, P-Values)*

	Original Sample (o)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STERR)	P- VALUE	Ket.
KT→KK →K	0.243	0.238	0.107	2.281	0.023	Significant
KT → KK→ MK→K	0.278	0.285	0.082	3.386	0.001	Significant
BO → MK→K	0.109	0.115	0.062	1.757	0.079	Insignificant
KK → MK→K	0.346	0.351	0.098	3.521	0	Significant
KT → KK→MK	0.547	0.550	0.084	6.543	0	Significant

Source: Primary data processed by SmartPLS 4.0 (2022).

1. The effect of transformational leadership on employee performance through organizational job satisfaction at PTPN XIV Bone Sugar Factory.

Based on table 3, in the original sample the effect of transformational leadership on performance through job satisfaction shows a positive direction with a value of 0.243. Meanwhile, the P-value is 0.007 which is smaller than 0.05 (0.023 < 0.05). It can be said that transformational leadership has a significant effect on performance through job satisfaction. Thus, job satisfaction mediates transformational leadership on employee performance. Thus, the hypothesis in this study is accepted.

2. The influence of transformational leadership on performance through job satisfaction and work motivation at PTPN XIV Bone Sugar Factory.

Based on table 3, in the original sample the influence of transformational leadership on employee performance through job satisfaction and work motivation shows a positive direction with a value of 0.278. Meanwhile, the P-value is 0.001 which is smaller than 0.05 (0.001 < 0.05). It can be said that transformational leadership has a significant effect on employee performance through job satisfaction and work

motivation. So, job satisfaction mediates work motivation on employee performance. Thus, the hypothesis in this study is accepted.

3. The influence of organizational culture on performance through work motivation at PTPN XIV Bone Sugar Factory.

Based on table 3, in the original sample the influence of transformational leadership on employee performance through job satisfaction and work motivation shows an insignificant relationship with a value of 0.109. Meanwhile, the P-value is 0.079 which is greater than 0.05 ($0.001 < 0.05$). It can be said that organizational culture has no significant effect on employee performance through work motivation. Thus, organizational culture mediates work motivation on employee performance. Thus, the hypothesis in this study is not accepted.

4. The effect of job satisfaction on performance through work motivation at PTPN XIV Bone Sugar Factory.

Based on table 3, in the original sample the effect of job satisfaction on employee performance through work motivation shows a positive direction with a value of 0.346. Meanwhile, the P-value is 0 which is smaller than 0.05 ($0.001 < 0.05$). It can be said that organizational culture has a significant effect on employee performance through work motivation. Thus, organizational culture mediates work motivation on employee performance. Thus, the hypothesis in this study is accepted.

5. The effect of transformational leadership on work motivation through job satisfaction at PTPN XIV Bone Sugar Factory.

Based on table 3, in the original sample the effect of transformational leadership on work motivation through job satisfaction shows a positive direction with a value of 0.547. Meanwhile, the P-value is 0.000 which is smaller than 0.05 ($0.001 < 0.05$). It can be said that transformational leadership has a significant effect on work motivation through job satisfaction. Thus, transformational leadership mediates work motivation and job satisfaction on employee performance. Thus, the hypothesis in this study is accepted.

Table 4. *Total Effects*

	Original Sample (o)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STERR)	P-VALUE	Ket.
BO → K	0.109	0.115	0.062	1.757	0.079	
KT → K	0.522	0.523	0.076	6.856	0	
			0.109 + 0.522			0.631
KT → MK	0.547	0.55	0.084	6.543	0	
KK → K	0.346	0.351	0.098	3.521	0	
			0.547 + 0.346			0.893

Source: Primary data processed by SmartPLS 4.0 (2022).

1. The total effect of the influence of organizational culture on employee performance through transformational leadership at PTPN XIV Bone Sugar Factory, with a coefficient value of $0.109 + 0.114 = 0.522$.
2. The total effect of the influence of transformational leadership on employee performance through job satisfaction and work motivation at PTPN XIV Bone Sugar Factory, with a coefficient value of $0.547 + 0.346 = 0.893$.

Thus, the coefficient of influence of transformational leadership and employee performance is more influenced by job satisfaction, which is equal to 0.547 compared to organizational culture, which is equal to 0.109 at PTPN XIV Bone Sugar Factory.

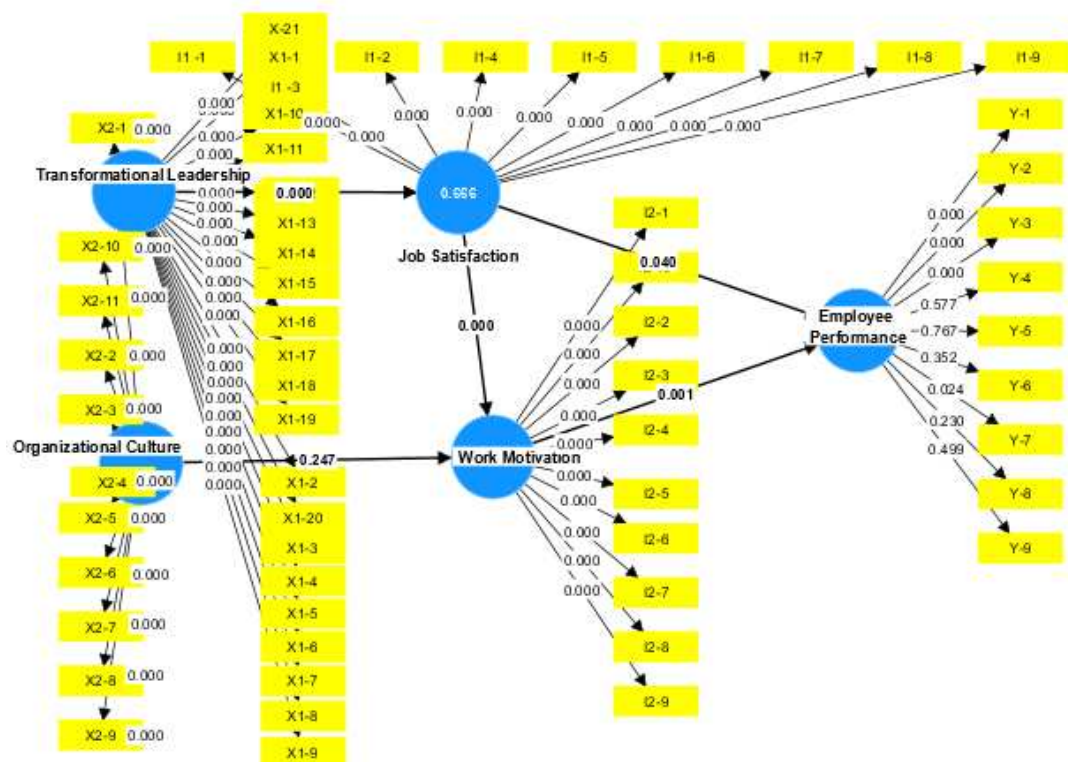


Figure 2. Results of Bootstrapping SmartPLS 4.0

It is concluded that based on the results of the analysis it shows that organizational culture has no significant effect on performance through work motivation, problems that occur in the company because employees still adhere to the old culture, namely that employees are still consistent with the old culture, namely result orientation or in terms of involving the work team in achieving output in other words, if you don't apply good teamwork to every employee in the company, then superiors should direct more so that employees are consistent with the new culture that exists in the company or involve every employee in achieving output or making good teamwork.

Problems faced by PTPN XIV Bone Sugar Factory, especially in terms of employee performance, including the completion of tasks by employees that are not in accordance with what is expected by the company/leadership, employees who do not have

discipline can be seen based on the level of work attendance, or compliance with working hour regulations that have been made by the leadership. This results in work not completed on time and the quality of work produced is not optimal. However, the performance of PTPN XIV Bone Sugar Factory can improve the performance of its employees by, among other things, increasing the discipline of employees, setting targets in completing tasks and work, and employee behavior must be directed according to the values of the corporate culture that exist in PTPN XIV Bone Sugar Factory.

The results of these findings are in line with research conducted by M. Al-Ayyubi. (2019) showed that organizational culture has no significant effect on performance through work motivation. It was concluded that the influence of organizational culture on performance has no effect because the problem in companies where employees still adhere to the old culture is that employees are still consistent with the old culture, so superiors must direct more so that employees are consistent with the new culture that exists in the company.

CONCLUSION

Based on the discussion above, it can be concluded and explained that without motivation from an employee, the employee will not be motivated and not move to produce something he wants. If motivation is low, employees will not like hard work, are less diligent, and are reluctant to take advantage of their creative abilities and make innovations to solve problems in their institutions or agencies.

If this goes on continuously (Continuous), there will be a decrease in employee performance. Then it can be interpreted that to improve employee performance, strategic, systematic and concrete efforts are needed in an institution so that it can create and give birth and produce satisfaction at work, increase internal factors (work motivation), and external factors (organizational culture) so that employee performance will be better.

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